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ABSTRACT

This document contains four issues of a newsletter focusing on knowledge management (KM). Articles include: "Profile on Management: 'Sharing Knowledge is Power'"; "Emotional Intelligence in KM"; "KM on the Road: Perspectives of a KM Consultant"; "The Company Role as a School"; "Profile on Human Resources: Relationships Are Key to Results"; "KM with a Consultant: An Interview with Teltech"; "Securing Your Intellectual Property"; and "So You Want Some KM Training?" Most issues also list selected recent electronic and print resources on KM. (MES)

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Knowtes The Knowledge Management Thinkletter

by Burton Knowledge Services Vol. II, No. I., Winter 1998

Profile on Management: "Sharing Knowledge is Power"

While many fear that Knowledge Management is the fad of the moment, it is only a bundling and enabling of prior management theories. New terminology and job titles are popping up as fast as the new technology that is spurring the Knowledge Management movement. Judy MacFarlane, Director of Client Services for Price-Waterhouse, re-terms an old cliché to "sharing knowledge is power" as one way to differentiate knowledge management from past management styles.

Ms. McFarlane, who has been with Price-Waterhouse four years, sees knowledge management as critical to the Division she oversees. Price-Waterhouse has a two prong approach to knowledge management. The delivery of external information to internal professionals' desktop is done through the Business Information Center McFarlane oversees. The other half of knowledge management is to capture Price-Waterhouse's own intellectual capital, an important function of Client Services. Their intellectual capital management has four phases: creation, harvesting, sharing, and leveraging. Client Services has a particular interest in leveraging for both the company's and its clients's best interests.

Knowledge Management is critical to Price-Waterhouse because it is in the business of selling knowledge. Human resources, technology, and business information professionals play key roles in the company's knowledge management program. Price-Waterhouse is one of the Big 6 accounting firms. In addition to auditing, PW offers a full range of management consulting services. In 1995, the company reorganized its business lines to ensure that auditors and consultants are specialists in the fields they work in. New areas of specialization include entertainment, media, and communications, high tech and energy.

MacFarlane sees knowledge management as another form of Business Process Reengineering (BPR). Technology has been the enabler of knowledge management as it makes managing intellectual capital easier. Another enabler MacFarlane sees is in Human Resource Management. Competency based HR systems make sharing knowledge easier since what gets measured, gets done. By incorporating knowledge/competency measurements into the HR system, you are insuring that this capital is nurtured and harvested.

While having achieved a Masters in Library Science, MacFarlane is concerned information professionals will

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make the mistake of thinking knowledge management is a synonym for information services. A similar error was made when CIO's started to appear, which carried a huge technology competency with it. Information professionals need to bump up skills in Business Process Reengineering, says MacFarlane, who has a background in history and economics. Special skills that enable MacFarlane to successfully direct Client Services include synthesis and analysis, the ability to sell, and negotiation skills. Perhaps of higher importance has been the ability to synthesize and analyze a number of different areas and to bring these to bear on solutions. This reflects MacFarlane's view of knowledge management as covering more than technology and information gathering. At Price-Waterhouse, knowledge management means managing a wide range of skills and knowledge by creating, harvesting, sharing, and leveraging them.

Emotional Intelligence in KM

Knowledge Management can easily take on an impersonal tone of valuing employees for the information they have retained while employed. Intellectual Capital tries to inventory the skills, experience, and education of staff. We are going to great lengths to try to archive this knowledge, too. Prospective hires are pushed through a filtering process based on lines of information on a printed resume, person sight unseen. With Intranets our communication is faceless, disjointed.

When we pinpoint whether we want to work with another, however, the characteristics we seek out are not based on the quantity of stuff that is known. We tend to choose teammates and new hires based on whether we like them, trust them, can rely on them, and other "human" qualities. Perhaps of more weight than resumes is our evaluation of another's *emotional intelligence*.

Emotional intelligence can be defined with the following competencies:

- knowing one's emotions (self-awareness)
- managing emotions
- motivating oneself
- recognizing emotions in others (empathy)
- handling relationships

Emotional intelligence has been studied for years, but Daniel Goleman's book Emotional Intelligence has brought this topic into the limelight. The first part of the book gives a review of research on the brain. Goleman's premise is that our emotions evolved for humans in a more primitive hunter/gatherer environment. Emotions of anger and fear, for example, served a useful purpose in human survival. In today's world, we are trying to use prehistorically evolved emotions in a techno, congested world. And many are having trouble coping.

In business, we try to define one's knowledge as the rational mind, and try to ignore the emotional side. "In many or most moments," Goleman writes, "these minds are exquisitely coordinated; feelings are essential to thought, thought to feeling. But when passions surge, then balance tips: it is the emotional mind that captures the upper hand, swamping the rational mind." So it is my premise here that we should include

management of emotional intelligence as part of knowledge management. We cannot separate the two parts of the mind, so we must learn to manage the balance.

Managing our emotions is important for **learning.** For someone to hold attention while learning, the emotion-rational balance must be in place. As Goleman states, when we are emotionally upset, we "just can't think straight." Our brain's chemistry gets out of whack and our synapses don't function properly. Continual emotional distress, he continues, creates a deficit in intellectual abilities, crippling the capacity to learn.

In knowledge management, we invest in learning. To maximize this, we need to help create an environment that facilitates learning. For example, I recently talked with a man from a local company that not only allows employees time to attend classes, but for every hour of class, another hour is given for studying. This helps produce less stress for the learner trying to balance a job, family, and education. This person, who was taking a distance learning program, was very motivated to increase his learning because the company presented the opportunity to do so without a lot of sacrifice.

A new age term Goleman writes about is "the **flow**" or "the zone". A worker or team frequently in the flow would be a manager's dream. "Being in the flow is emotional intelligence at its best," Goleman says. "Flow represents perhaps the ultimate in harnessing the emotions in the service of performance and learning. In flow, emotions are not just contained and channeled, but positive, energize, and aligned with the task at hand." You can not get in the flow when your mind is out of balance. Flow is a physiological point when the juices in your brain literally flow without impediment. Depression, anger, or fear blocks the flow. Again, a knowledge manager will wisely try too optimize employees's conditions to encourage getting into a flow.

One way to enter flow is to intentionally focus attention on a task at hand, which can take discipline and practice. Entering flow can also occur when one is so skilled at a task that it takes little effort for them to perform. As we enter a new age of knowledge management, company programs may train to have better concentration skills. In the meantime, the second means of flow can be aided by managers to remove barriers that make skilled people have to put more effort into their work.

Goleman writes an worth reading chapter called "Managing With Heart" with a section on "organizational savvy and the group IQ." He refers to Drucker's knowledge workers and the importance of emotional intelligence when working on teams. A team member may have great credentials or a high IQ, but if they are difficult to work with the whole team will fail. If this person of low emotional intelligence, for example, is unempathetic, team members may not trust him so won't share information. Social harmony, therefore, is the key to a great team, not their resumes.

Goleman's Emotional Intelligence is well worth reading with knowledge management in mind. Human Resource personnel will be key role players in helping to develop programs in the company to help employees "learn" emotional competencies. Team building and counseling will likely play a part in corporate training programs of the future as technical training does today. Hiring procedures may also change to include criteria for evaluation a person's emotional intelligence. We also need to take into

account the stresses of today and recognize the range of reactive emotions compared to how we prefer people to react.

Emotional Intelligence Resources:

Daniel Goleman. Emotional Intelligence. New York: Bantam Books, 1995.

Robert K. Cooper, PhD and Ayman Sawaf. Executive EQ: Emotional Intelligence in Leadership and Organizations. New York: Grosset/Putnam, 1996.

Knew & Knoteworthy:

Check our new web page listing knowledge management conferences and workshops! Links to organizer's web sites are included when available. Notify Burton Knowledge Services if you have an upcoming KM event so that we can add it to the list.
http://www.dreamscape.com/burton/kmmeet.htm

"IT for Knowledge Management" Journal of Universal Computer Science, 3 (8), 835-1021, 1997 (Springer-Verlag). http://www.iicm.edu/jucs_3_8
Contact: Dr Simon Buckingham Shum, UK <S.Buckingham.Shum@open.ac.uk>

Hot off the press: Working Knowledge: How Organizations Manage What They Know by Thomas Davenport and Laurence Prusak. Harvard Business School Press, 1998. $29.95

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Knowtes The Knowledge Management Thinkletter

by Burton Knowledge Services Vol. II, No. ii, Spring 1998

KM On the Road: Perspectives of a KM Consultant

Knowtes decided this is a good time to touch base with a Knowledge Management consultant who not only has been working on projects with companies, but has come into contact with a mass of professionals interested in KM. Knowtes wanted to get a feel for the range and level of interest in Knowledge Management these days, now that many companies have tried the waters. Steve Goodfellow, of Access Systems, Inc., fit the bill as he has been on the road conducting KM seminars around the U.S. We were fortunate to grab an interview with him in between his seminars and consulting projects.

1) Can you provide an outline of your seminar?

Our goal when putting together this seminar was to provide a full day of knowledge transfer to the attendees and not to have a full day of vendor sales pitches. I think the agenda we put together offers a practical approach to understanding KM and ways to begin the process of becoming a knowledge sharing company. The outline and some of the topics we will be discussing are:

- Definition of Knowledge Management
- Importance of leveraging knowledge for competitive advantage
- The Knowledge Organization Model: Required Components of KM
- Case Studies Discussion
- Collaboration as DNA of KM
- Leveraging the Internet and Intranet technology
- Roundtable discussion on KM practices & Best Methods
- Creating the Right Culture for knowledge sharing
- Our Roadmap towards KM
- Quick hitting methods to follow

2) From what disciplines are the people that have been attending your seminars?

The interesting thing we see happening in the industry and with this seminar is the convergence of historically separate disciplines. Attendees include front line business managers, senior executives, Records Managers, individuals with Information Systems background, in addition to people with document management/imaging experience and librarians. I think it is great that we are finally pulling together and leverage the experience - and the knowledge - of these areas into KM initiatives.

3) From discussions within your seminars, what trends do you see taking place?

More focus on processes and the people than on the technology. Initially it has been easy to fall back to technology as leading the charge towards KM. Only now are companies finally realizing that technology is only the enabler for *(continued on Page 2)*

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(Consultant, from Page 1)
knowledge sharing. Identifying the knowledge users and the knowledge sources (sort of a KM 101 Supply & Demand model), in addition to the core business practices and objectives, are where people need to begin. I love to see this happen. Although I have a strong technology background, my focus has always been on understanding the business process first, which is the only way to proceed. Although this is commonsense, too many organizations get wrapped up in the bits and bytes first and forget the original business objective of their areas.

4) How do you think the U.S. companies compare to other countries in its interest in Knowledge Management?

Although I do not have a lot of experience working directly with foreign owned companies (with the exception of US based companies with international offices), my personal opinion is that I think we have spent more on the technology, but I do not think we are necessarily that far ahead of other countries. Because other countries may not have the resources we have to spend on technology, it forces them to be more creative in the management of their intellectual resources. In Karl Erik Sveiby's book The New Organizational Wealth, he discusses many progressive KM companies in Scandinavia that did not focus on technology aspects, but reaped tremendous benefits in their KM initiatives.

5) What are your favorite resources to monitor KM issues?

I use a combination of resources, each bringing a little bit to the party. I feel to get a true understanding of KM, you have to pull from a variety of sources to put the full picture together. I enjoyed reading Tom Stewarts' book Intellectual Capital and his column that appear in Fortune magazine. I try to keep up on different papers that are published on the web such as on the Brint website. I read Knowledge Management World magazine (not just because I write for them) but they do have some good case studies and are beginning to add more than just technology oriented articles. The records management listserv offers a perspective on KM from their point of view (if you cut through the posts that are more social than resource oriented. I am only now learning more about the librarian associations and their resources and I think this can be a tremendous resource as well.

6) What special skills or background do you bring to your seminars?

I think one of the advantages I have is the combination of experiences I bring to the table. I have been in the field for over 16 years as a consultant, industry analyst, General Manager for a $5.1 billion systems integrator, and a writer for various publications. I always try to build partnerships with the organizations I work with. Being able to put yourself into their shoes is important. Since KM is a process to follow and not a solution with a finite end, it is important for me to stay close with my clients and work with them as they evolve towards being a knowledge sharing company. I think they appreciate it that I want to see the results of my efforts down the road within their organization, and that my goal is not just to get a paycheck.

7) What is your degree(s) in?

I have a Bachelors in Management Information Systems and I am pursuing an MBA. I am also a Certified Document Imaging Architect (CDIA).

8) Steve's advise:

When looking to begin a KM project within your organization, focus on one department and the business objective of that department. Do not try to make your company into a knowledge organization in a couple of weeks or months. It won't happen. Knowledge Management is a process - an on-going process. You have to identify the knowledge users and then define the knowledge sources. It may sound simple, but you would be amazed at how many companies skip this step and jump into the technology right away.

Steve Goodfellow is President of Access Systems, Inc., provider of nationwide consultancy in Knowledge Management and Technology assessment for the corporate market. You can learn more about him at www.accesskm.com or by writing to 3621 Oran Delphi Road, Manlius, NY 13104.

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The Company Role as a School

Training is a key component when investing in knowledge management. Down-sizing drained much corporate knowledge and frequent turnovers inhibit the growth of corporate memory. So much so that companies must play the role of school. While formal training takes on a variety of forms and takes place in a variety of environments, the company must still provide teachers and programs directly to its knowledge workers. Fast paced technology change, globalization, and attention to core competencies are driving the surge in corporate training.

The goal is to foster **lifelong learners** in the company. This can start in the hiring process by seeking out people that love to learn. You can pick them out by the variety of coursework they've taken, the multiple degrees they've earned, the list of continuing education classes completed, and by their hobbies. Lifelong learners are well read and use the library a lot. Do they ask about your corporate library when they interview? Lifelong learners may even be interested in negotiating coursework as part of their compensation. The company they choose to work for will offer tuition reimbursement.

Training can now reach the knowledge worker through various medias and styles. Larger companies have in-house trainers, often housed within the Human Resources Department. The company may choose to send the individual or team to a specialized course off-site/out of town. The trainer may be brought onsite to teach a group. Courses may be taken through distance learning programs via mail, the Internet, and/or teleconference. The choices and flexibility provide great opportunities for companies to tailor training plans to the

Training & Development magazine lists the following training trends in their November 1997 issue:

1. Shift from training to performance
2. Computer skills training
3. Shift from training to learning
4. Virtual organizations
5. Demonstrating training outcomes
6. Measuring performance outcomes
7. Delivering training to meet specific needs
8. Emphasis on knowledge management
9. Rapid development and deployment of training
10. Teamwork training

special learning needs of individuals and the specialized issues of their industry.

Training & Development magazine writes, "From the perspective of workplace learning, there are two striking aspects of knowledge management. One, such efforts try to capture and capitalize on the informal approaches through which people learn as a by-product of doing their work. Two, such efforts appear only rarely to be tied to a company's formal mechanisms (such as training) for creating knowledge among workers."

So corporations may rightly view outsourcing many training functions a good use of resources, however, it should be to re-direct the role of in-house trainers, not to eliminate their positions. Now freed from routine computer or management skill training, the in-house "trainer" can now practice ***performance improvement interventions***. A new role emerges of guidance counselor and as a learning developer. The guidance counselor, in conjunction with the supervisor, will help individuals plan their knowledge track: what courses they need to take, who they should mentor and, conversely, who should be their mentor, who should they team with, and what cross-training they should receive.

The learning developer will implement company-wide programs and policies that foster lifelong learning. Knowledge workers will need instruction on how to transfer knowledge to one another. Communication and teamwork skills will be taught. Performance measurements will be created where employees will be rewarded for sharing. The learning developer will play an important part in creating the learning organization.

Resource: "Training Industry Trends 1997", Training & Development, November 1997, p. 46-59.

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Knew & Knoteworthy

Forthcoming: 1999 Knowledge Management Yearbook will be a compilation of reprinted and original articles. It will contain sections on the nature of knowledge, knowledge-based strategies, organizational learning and culture, tools and techniques and processes, and reference materials. Butterworth-Heinemann Publishers. Due December 1998.

Now in Paperback: Dorothy Leonard, Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation, Harvard Business School Press (1998)

Don't forget to check our website for upcoming Knowledge Management conferences and classes and links to KM sites. http://www.dreamscape.com/burton/bks.htm

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Knowtes The Knowledge Management Thinkletter

by Burton Knowledge Services Vol. II, No. iii., Summer 1998

Profile on Human Resources: Relationships Are Key to Results

While IS departments often pop to mind when Knowledge Management is mentioned, the Human Resources department may have the most pivotal role in facilitating a KM program. Intranets are the current IS tool that KM teams are using, but HR has been implementing knowledge and competency programs for years. Now that Knowledge Management has become more in the limelight of management programs and resources are being funneled into core competencies, HR now has the stage to build on the platform of people management they've been building.

The following is an interview with Bob Fields, Chief Learning Officer for Monsanto Company. A HR leader in Monsanto was sought because of the leading edge KM programs Monsanto has initiated. A Monsanto associate for 33 years, Mr. Fields has a broad knowledge of the entire company, having worked in most parts of it. He has strong linkages to many people across the company. Having earned a BS Chemical Engineering and MBA, Mr. Fields carries both business and HR backgrounds. He ran a manufacturing organization, a HR organization, and Asia Pacific pharmaceutical business.

How does Human Resources participate with Monsanto's Knowledge Management program?

There is strong linkage between the **Learning and Development** organization (part of HR) and the separate KM organization. The two groups collaborate on joint projects. The KM team brings a focus on technology and processes. The learning team brings a focus on people and change systems.

Have there been changes in hiring practices?

We have installed hiring processes that evaluate candidates against a set of **Patterns of Behavior** (or competencies) that are deemed crucial to building future success. Three of particular focus are (1) the ability to work in a team environment, (2) proactive learning skills, and (3) demonstrated results in speed,

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KM With A Consultant: An Interview With Teltech

Knowtes Interview with Dave Magnani, Practice Leader, Knowledge Management Services, Teltech Resource Network Corporation

What types of companies do you like to work with? What types of companies would you rather avoid?

Throughout our history, Teltech has worked primarily with technology-driven companies, and our application focus has been on helping them develop and commercialize new products. We have consulted in other industries and this experimentation in other domains has led to different ways of thinking.

Our research has shown that the success of a knowledge management initiative requires a strong and respected champion in the organization who has a vision of what 'success' from a knowledge management perspective looks like. Part of our role as a consultant is to develop this vision within the client. However, some organizations need to move farther than others to achieve real belief in knowledge management. We like to work with companies that have some of this vision and belief already and who see knowledge management as a way of doing business – not just another I/T project.

Have you ever had to act as a KM consultant between a company and its vendor(s) or customer(s) (a three way consulting job)? What unique issues and opportunities arise here?

We have had experience in this area. The knowledge transfer issues in these situations are similar to what we experience when dealing with knowledge exchange among divisions or functions of a large organization. Generally the knowledge management opportunity is greatest when there is significant "separation" between parties involved in the exchange. Companies and their suppliers are typically separated both by considerable physical distance and by differences in competencies or expertise. As a result, the relationships between these entities usually represent a huge knowledge management opportunities.

Some of the challenges:

- **Gaining buy-in and ownership for the solution across multiple constituencies** – Allowing everyone to get "credit" for the solution
- **Addressing the knowledge exchange needs of each stakeholder group** without allowing the solution to become unwieldy. There's a tendency, for instance, to view constituencies for knowledge management solutions as falling into one of two categories: users or contributors. This perspective operates against the fact that viable solutions often depend upon users also contributing. If the design of the solution doesn't facilitate contribution from the user side, and vice versa, there are going to be problems.
- **Creating a single solution that operates effectively across diverse cultures.** For instance, reward structures for knowledge sharing are likely to differ widely from culture to culture

- **Technical issues associated with operating outside of the WAN or LAN** (e.g., security / password issues when operating outside of the firewall)

How do you think U.S. companies compare to other countries in their awareness and implementation of knowledge management?

Our experience in dealing with companies around the world indicates that awareness of knowledge management and approaches to its implementation differ greatly from one geographic region to another. For instance, practitioners in the U.S. are generally focused on the tangible aspects of knowledge management. Overall, they're more preoccupied with technology as a central aspect of knowledge management implementation than their counterparts in other countries. And they look for more immediate results.

European companies tend to take a much softer approach to knowledge management, emphasizing its cultural and behavioral aspects and de-emphasizing technology. Not surprisingly, many of their initiatives are being driven by human resource departments.

Latin American companies are just becoming aware of knowledge management. Historically, they have been focused primarily on building I/T infrastructure. As a result, their emphasis in approaching knowledge management is geared toward extending existing infrastructure to include knowledge management.

What trends do you see in KM and how does Teltech plan to respond to them?

Over the past few years we have seen an evolving emphasis on creating knowledge management solutions that are linked more tightly to business objectives and show demonstrable value. When knowledge management began to emerge as a business process, most organizations took a very general approach, focusing on knowledge exchange for the sake of knowledge exchange. Companies are now beginning to ask, "where's the value?" This has prompted movement toward knowledge management initiatives that are tied to specific business problem or decision-making areas. Additionally, companies are looking for ways to measure the impact of their knowledge management efforts, both as a way of justifying continuation and in order to support continuous improvement. Teltech has responded to these trends by:

a) Developing a practice around the measurement of knowledge management initiatives
b) Developing new product applications focused on the key processes of R&D organizations

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Teltech Resource Network Corporation is a leading supplier of research and content management services. It's located at 2850 Metro Drive, Minneapolis, Minn. 55425; phone (800) 833-8330. The Company can be reached by fax at (612) 851-7766. For more information, visit Teltech's Web site at http://www.teltech.com.

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(Monsanto, continued from Page 1)
innovation and creativity. This has moved us beyond just hiring for the specific position and location, to also hiring for the broad corporate needs that we have.

Has your review process changed?

Yes. We are in the middle of installing a new approach call **Development, Performance, and Rewards** or DPR. It places increased emphasis on development and continued emphasis on results, achieving what we feel is the right balance between outcomes and capability building. It has a strong individual initiative component, includes multi-rater feedback processes run by individuals, and ties supervisor performance to the support of development in his/her organization.

From a Human Resources perspective, how do you feel about the changes taking place as a result of the KM initiative?

The KM work is very consistent with initiatives that HR is driving across the organization. First, in linking people across the company in networks of shared interests, needs, skills, etc. Second, in breaking traditional organizational barriers. Third, in making it easier to move people across the organization (both company requests and with our open market approach for individuals). It has created strains on people systems and accelerated the need to update systems and get them aligned around the world.

What vision do you have for HR's role in the company's future?

Our chairman has said that the quality of our conversations will have more impact on our success than anything else that we may do. Relationships are the key to achieving the speed, innovation, creativity and ultimate results that we want. It is the HR vision to create a global, networked workplace that has the capability to deliver outstanding results. Our mission is to assure we have great people, outstanding people systems, strong rewards programs, and a culture of growth and learning.

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Knowtes The Knowledge Management Thinkletter

by Burton Knowledge Services Vol. II, No. iv., Fall 1998

Securing Your Intellectual Property

One reason for the attention to Knowledge Management has been company need to incorporate its intangible assets into its financial reporting. The Information Industry is forcing executives to define values for intellectual capital and to use such values to promote the worth of the company. Intellectual property includes patents, trade secrets, copyrights, and trademarks. While Knowledge Management has been fostering the inventory, management, and sharing of this property, executives may be overlooking the increased need for the security of it.

Carrier is the refrigeration manufacturer, owned by United Technologies Corporation that has over 190,000 employees worldwide. Like other companies, UTC is making use of intranets to network its employees across the globe. Individual departments determine whether a trade secret can be transferred over the Intranet and authorize password access. A tighter rein on such knowledge transfer would defeat the purpose of an Intranet. Their Knowledge Management approach is for Tom Buckley, the Business Practices Officer for Carrier Corporation, to travel to company sites to train employees about Carrier's Code of Ethics. Buckley is also manager for Carrier's centralized records management department, which includes lab notebooks and other sensitive documents.

One of the basic disciplines in managing sensitive documents is record management. Folks may not realize that this is an accredited profession, its national professional association being the Association of Records Managers and Administrators. Sensitive records include medical and personnel files, files involved in lawsuits, and controlled technology. Not only is controlled technology a trade secret to the company, it also falls under export regulations. It is illegal to allow a foreign national to view controlled technology.

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Another issue around sensitive documents goes beyond the electronic media and into the varying work habits of individuals. A dayplanner, for example, could be defined as evidence in a lawsuit if it contains notes, contacts, or crucial appointment dates. An employee should be aware that his or her day planner that contains personal notes, medical appointments, and other private information could be confiscated if used for both business and personal planning.

Lab notebooks, an individual or team's record of their research, are one of the key legally recognized documents in patent applications. They are supposed to be the journal of a research project, holding the train of thought for an invention. Handwritten or pasted computer printouts, lab notebooks are legally preferred because editing of the bound volumes is visible. Nowadays, they are often poorly kept, if at all, because scientists prefer to keep their notes on computers. Sharing the notes kept in laboratory notebooks is cumbersome whether in the same lab or across the country. Software companies are lobbying to validate lab notebook software in the eyes of the courts. Knowledge Management technology here is in conflict with traditional records management requirement. Either way, it is the individual's responsibility to document their research process and the company's decision to determine the documentation method and its enforcement.

Another issue of intellectual property security involving individuals is the trade secret. Companies are realizing the value of an individual's knowledge, which includes that company's and previous employer's trade secrets. Training, like Carrier's Code of Ethics training, is essential in orienting employees as to their responsibility and liability towards trade secrets. Where this may historically been a part of employee orientation that was breezed over, today's work environment requires an thorough understanding of what trade secrets are and how easily they can be released. More open vendor-client relationships, freer communication networks, and more frequent job changes (even ones within companies) present greater chances for trade secrets to leak.

All these issues involving the security of intellectual property should be addressed with a Knowledge Management team involving the legal department, human resources, company security, and record managers. Not that more policies need to be created, but existing ones need to be taught and enforced.

* * *

So You Want Some KM Training?

First they came in a trickle, now every other day. Those Knowledge Management workshop and conference flyers make your head spin with leading experts and catchy phrases. It seems that they are trying to impress us with the cost of these events, most over $1,500. So, if we are to approach this in true KM style, we should attend workshops and conferences as a team. How can we get a ROI when the costs are this high?

You can turn to a consultant visit, but then you are limited to the knowledgebase of one expert. Before investing in person-to-person training, explore new technologies first. After all, new communication technologies are what's driving KM into the limelight.

Distance learning options: videoconferencing, videotapes, interactive CD-ROM's, virtual conferences on the Internet, and audiotapes. Videoconferencing is dependent upon your access to it. Otherwise, the choices are up to the preference of the group.

When investing in KM training, you may want to consider how you will orient new team members. Conversely, imagine the financial loss if the one person you send to a $1,500 (plus expenses) KM conference leaves the company in a month! Human contacts at workshops, however, are priceless.

Such issues were in mind when Steve Goodfellow of Access Systems, developed his concept of the "Practical Knowledge Management" seminar on audiotape, due out at the end of 1998. Goodfellow, seeing the increased competition of the seminar circuit, decided to give up his traveling workshops. Market surveys he conducted showed that executives preferred audiotapes over interactive CD-ROMS and, surprisingly, videotapes. Perhaps the long commuting times of executives make listening to cassette tapes more convenient. Goodfellow also felt audiotapes are cheaper to update and allow more versatile package combos. His seminar tape will be composed of five topic tracks, purchased individually or as a special package price.

Goodfellow doesn't want to stop there. Capitalizing on the success of some Internet discussion groups, he is offering access to a KM discussion forum that includes other subscribers, KM analysts, and other industry experts. So, for an additional subscription fee, you can buy your network of contacts.

While you can share videotape or audiotape cassettes within your team, I prefer viewing/listening as a group. But make it fun! Why not reserve a conference room at a nice hotel or country club nearby, away from the distractions of work? Schedule time for group discussion and ideation. This is a great time to incorporate some of those Doug Hall creativity games, too.

Product Inquiries: Practical Knowledge Management, Access Systems, 3621 Oran Delphi Road, Manlius, NY, 13104. Steve Goodfellow, President. Phone: (315) 682-0865.

Knew and Knoteworthy

"When you are a Bear of Very Little Brain, and you Think of Things, you find sometimes that a Thing that seemed very Thingish inside you is quite different when it gets out into the open and has other people looking at it." **Winnie-The-Pooh (A.A. Milne)**

Keep That Training Going! Check Out These Publications:

Future Survey, a monthly abstract of books, articles, and reports concerning forecasts, trends, and ideas about the future. Each issue covers three or four different disciplines. $79/year. World Future Society, (310) 656-8274.

The Knowledge-Enabled Organization: Moving From "Training" to "Learning" to Meet Business Goals, by Daniel R. Tobin. NY: AMACOM, January 1998.

Innovation Explosion: Using Intellect and Software to Revolutionize Growth Strategies. James Brian Quinn, Jordan J. Baruch, and Karen Anne Zien. NY: Free Press, Dec. 1997.

The Distributed Mind: Achieving High Performance Through the Collective Intelligence of Knowledge Work Teams. Kimball Fisher and Mareen Duncan Fisher. NY: AMACOM, Jan. 1998.

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